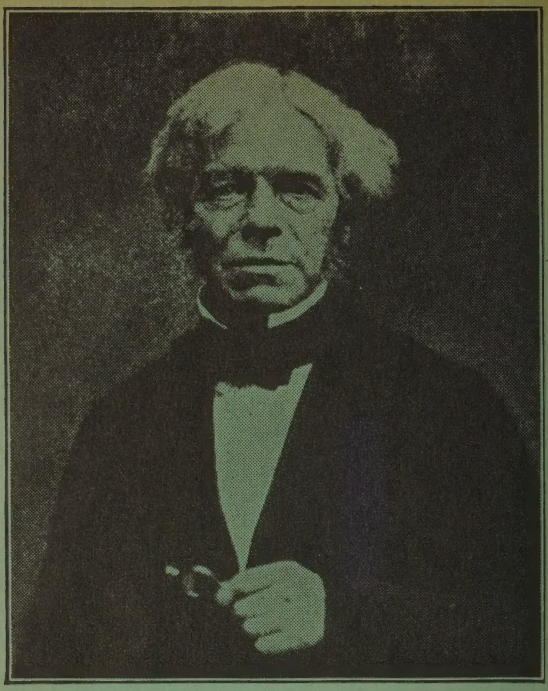
A Practical Guide
for Personal Progress
in the Business and
Industrial World

Putting yourself OVER

LESSON NUMBER 6

IMAGINATION . . . .
STUDYING THE JOB AHEAD . . . .
HOW TO THINK UP IDEAS . . . .
THE EMPLOYER'S PROBLEM

COYNE ELECTRICAL SCHOOL
CHICAGO 12 . . . . ILLINOIS
EST. 1899



MICHAEL FARADAY (1791-1867)

One of the most gifted of experimenters; son of a poor blacksmith; applied for a position in Sir Humphry Davy's laboratory at the Royal Institution in 1813; became director of this laboratory in 1825; discovered electromagnetic induction in 1831; made the first dynamo; discovered in 1833 the laws of electrolysis, now known as Faraday's laws. The farad, the practical unit of electrical capacity, is named in his honor.

Copyright, 1956, by Coyne Electrical and Radio School, Chicago
Printed in U. S. A.

Putting Yourself Over

By

B. W. COOKE

LESSON No. 6

1. IMAGINATION

2. STUDYING THE JOB AHEAD

3. HOW TO THINK UP IDEAS

4. THE EMPLOYER'S PROBLEM

IMAGINATION — STUDYING THE JOB AHEAD

Leadership and imagination are so closely related and so essential for success that one cannot be successfully applied without the other. Ambition is a moving force that pushes a man ahead, but imagination is the guiding spirit that tells him which way to go.

The important point to consider is to define between imagination and day-dreaming. A day-dreamer is a man who has a confused or exaggerated imagination; a fellow who builds "air castles" that are beyond his means of ever achieving. There is a real difference between the man who dreams success and the one who has the imagination to PLAN success.

One important point does stand out in every case, however, and that is, **any achievement that has ever been realized and any goal that has ever been attained has first been a "mind" picture in the imagination of the man.** In order for anyone to attain success he must first know where he is heading and must set a goal so he will know what he is striving for.

Imagination does this for a man—imagination stimulates your mind so that you can conceive new ideas and develop new plans which will help you in obtaining the object of your successful and definite aim.

Now I'd like to bring this subject to YOUR INDIVIDUAL CASE. What are your plans for the future? What job have you set your mind on in the organization in which you are employed? Are you doing anything to study "the job ahead?" If you cannot give a satisfactory answer to those questions, then you are not taking full advantage of your opportunities to work toward a more successful future in the great field of electricity or television for which you are trained. Have you

ever imagined yourself in another position of more responsibility in your present concern? If you do not continually create this "mind picture" it is a pretty good chance that you will never occupy a higher position than you have.

Everyone in every walk of life should have imagination. In many people it is dormant and never used—as a result they remain in a rut all their lives; when others are continually developing new ideas and making progress. We get thousands of letters from COYNE graduates every year and find that they are continually discovering new applications for their training, new improvements in their plans, and other ways of making the best use of their practical shop training.

Remember this all-important point — THERE IS NO PLANT IN THE ENTIRE COUNTRY THAT COULD NOT STAND SOME IMPROVEMENT. It is the man who develops ideas and thinks on the job that gets ahead. As a matter of fact, any man who is without ambition is certainly a man without imagination or ideas.

I read a very interesting story at one time about ambition. It concerned "Mickey Cochran" the former fiery leader of the Detroit Tigers. He is an excellent example of a man with imagination and the dare to put that imagination into action. As a young boy, "Mickey" played baseball in the back lot. He dreamed of some day being a big-league ball player. Further than that, he dreamed that would make a major league baseball team and would even capture a pennant and some day the World's Series. That's quite an ambition for any youngster, BUT HE REALIZED ALL OF THESE DREAMS BEFORE HE WAS FORCED OUT OF BASEBALL THROUGH AN UNFORTUNATE INJURY.

All of "Mickey's" life, the big thing uppermost in his mind at all times was baseball. He was an advocate of the theory that every game should be played as though it were the deciding game of the World's Series. That is one of the reasons he was such a great success.

To succeed nowadays a man must continually think about his job and ways to improve it. That may seem like something that could get quite boresome to a man, but I can assure you that when you have the proper interest in your organization and your future, you will find nothing more interesting than your job and its possibilities.

HOW TO THINK UP IDEAS

In developing workable ideas, you should proceed in four separate stages, in gathering and organizing your material before presenting it to your employer. These are: (1) Gathering stage; (2) The organization stage; (3) The elimination stage; (4) The action stage.

First, the Gathering Stage: Select all the material you can on the subject either through library research, interviews, consulting your fellow-workers, etc. Write down everything you possibly can say in favor of your suggestion.

Second, the Organizational Stage: Classify all your information into specific groups such as Construction, Operation, Installation, etc., depending on the nature and extent of the idea. Simply jot down important facts under specific headings, in other words, classify the various points of your suggestion.

At this point decide the advantages you would like to stress, in putting over your suggestion.

Third, the Eliminative Stage: After you have all your material together, the thing to do is to study it carefully with the idea of summarizing or putting it into a suggestion memorandum that is brief and to the point, but completely tells your story.

Fourth, the Action Stage: At this point, you should have given your idea careful study from every possible angle and get the material in shape for final study and presentation.

Now let the idea rest for a day or two and work on something else. Listen to the Radio, chat with friends or work on something entirely different. Whether you realize it or not, you have not abandoned your idea. When you come back on your plan in a day or so, go over it carefully again and then submit it with all possible enthusiasm.

In submitting your idea, be careful to determine just who the idea should be submitted to. In other words, if you work under a foreman, who in turn works under a Superintendent and you also have the owner of the company actively interested in all new ideas, give considerable thought to just how you will present your idea.

If you decide to present your idea to the Superintendent, then it would be well to let your immediate foreman have a copy of your proposal in writing so that he would be familiar with the idea in the event he was called in for a consultation, on this plan. On the other hand, if the idea is submitted directly to the owner of the concern, then send a copy of the plan to the General Superintendent for the same purpose. If there is a hard and fast rule in your plant to submit ideas only to your immediate superior, then of course, you will have only one course to follow. The important thing to keep in mind, in any idea that you submit, is not to create any ill feeling between yourself and the men under whom you work. **At the same time, however, you must take every possible means of making certain that your idea will be definitely credited to you and your efforts.**

DON'T BE TOO IMPATIENT

Sometimes we get a letter from a fellow who takes heed of the suggestions outlined in this lesson and makes suggestions for improvements in his plant, but, because he is not immediately advanced, he becomes discouraged. The important thing to keep in mind is not to be too impatient. Remember this all-important point—EVERY EMPLOYER IS ANXIOUS TO ADVANCE A MAN TO MORE RESPONSIBILITY WHEN HE IS CONVINCED THE MAN CAN HANDLE IT! In other words, the employer is just as anxious as you are to see you make **a success in his organization. It is to his benefit to see you improve your job, your earnings and your future.** So, don't become impatient if you don't "seem" to get recognition immediately. Remember, anything worth while takes a little time to work out, so give your employer a chance.

HE DIED TWICE!

An interesting article in a newspaper one time told about a man who died for the SECOND TIME. Some years before, as a result of an illness, he entered a state of coma which the doctors pronounced at the time as death. One doctor went so far as to certify that the man WAS ACTUALLY DEAD. But, he was revived, by some means, and in the course of time he was restored to health, Among his friends, however, he always went about as the man **who had already died once.** However, later when he did actually die and was buried, his friends always referred to him as the **man who DIED TWICE.**

The case of a man who dies twice is not so strange after all. There have been a number of people who have "died mentally" several times. We know a man whose ambition died. In his early years he put through a big idea that meant a great promotion for him. **It made a great impression upon him**—he believed that he had done something no one else could have ever done. From that day on, he never put through another big idea—he lived in the memory of the glory of that one-time feat. This was years ago, but if you give him a chance, he will tell you all about the big deal he put through when he was young.

There is an important lesson to be learned in that little story and that is "you can't rest on your oars."

In the moving picture industry there is an old saying that you are "only as good as your last picture." In other words, if you develop a few good ideas and get the proper recognition for them, don't feel that that's the end of your efforts to improve yourself. If you do, it is a pretty sure bet that you will end up just like that fellow who quit thinking after one good idea.

WHAT ABOUT TOMORROW?

A young officer aglow with triumph dashed into the presence of Napoleon. He had just achieved a great victory and he expected praise and a pat on the back.

Instead of praise, his Emperor asked the young man this challenging question: "What are you going to do tomorrow?"

After all, the goals we've achieved, the heights we've climbed, the victories we've won are all behind us. Too often while basking in the shining light of work well done we are lulled to slumber. A home run king can't continue to wear the crown on the strength of the hits he made yesterday. A salesman can't continue to lead the force because of last year's sales. A business firm can't maintain its leadership just because it did big things in the past. America cannot continue to go forward because of the achievements of its past leaders.

For men and business firms and the Nation, the question is the same: "What are you going to do tomorrow?" Our future depends upon what we do with our tomorrows. If we use them to point to what we did yesterday we start down the decline. If we use them to push onward, to grow bigger, to reach upward, the banners will continue to wave and "Forward March" will be the order of the day!

A JOB TO BE DONE

There are some excellent ideas in the following article concerning one of the greatest industrialists of the 20th Century—a man who has done the unbelievable so many times that the word has lost its original meaning.

"Don't say it can't be done; let's do it," is the slogan of Henry J. Kaiser, Industrialist, known as the miracle man, the man who does difficult things and achieves the so-called impossible. During the war he astonished everyone by launching a 10,500-ton Liberty ship ten days after her keel was laid.

What are Kaiser's chief characteristics? He is deliberate, determined, sincere, courageous. His self-assurance is based on practical experience and an unconquerable faith in his ability to "move mountains."

He once found a good spot for a shipyard. But a mountain was in the way. What did he do? He cleared the great mass of three million tons of rock and erected his plant. That is typical of the way his man meets and overcomes difficulty.

Cultivate these characteristics; concentrate on one job. Earnest application of your best powers will enable you to reach a foremost place in the world of men. Your ambition, if it is high and earnest, will act as a constant inspiration to those around you. When a man is energetic and ambitious

he quite often is appointed to a place of authority. Those who serve under him become conscious of increased power in themselves. A constructive mind is always a radiating force.

Concentration is a form of economy. As you concentrate your mind upon one subject, you get a clearer view of it. While you are concentrating, you are developing a power which you can apply with practical advantage to other things.

A man with limited brains, who concentrates upon one great object, is often likely to accomplish much more than a man of large mind but with small and scattered purpose.

Develop your concentration by doing one thing at a time and doing it as well as you can.

It is evident that in order to make the most of your life you should have before you a clearly defined life ambition and work persistently for it. Your principal sources of power are within yourself. Resolve that you will turn this great power to practical use.

Scrutinize men closely, learn to read faces, voices, manners and personalities. You can learn to read men just as you learn to read books, by close study, comparison and the right use of good judgment. Read good books, hear instructive lectures and otherwise store your mind with elevated thought. Self-culture is essential to your fullest development. You must rise to the heights before you can see the greater heights. When you can aspire greatly you are already on the way to greatness.

Turn the experience of yesterday to practical account of today. Avoid mechanical routine. Cultivate keen observation. Be wide-awake to new ideas and suggestions.

Your attitude toward your present duty and opportunity may make the difference between ultimate success and failure. One who shirks, puts things off, makes flimsy excuses, not only destroys his initiative but closes the door to advancement. He needs to take to heart the motto: **"Do it now."** Today, yes, the present hour, is the critical, decisive hour for you. The successful man does not wait for opportunity—he finds it.

Now, if we sum this lesson up, we arrive at these definite points, that life, the industry in which you work, your job and your future, are all part of a big game. The more active part you take in this game, the more chance you have of making a success. If you're content to sit on the "sidelines" and let someone else play the game, then you remain a "substitute" all your life! The fact that you have TRAINING gives you a chance to get into this game IN A VERY ACTIVE WAY. Don't let your IMAGINATION die, but strive to make yourself an increasingly important cog in

the progress of your organization, EVERY DAY ON THE JOB.

THERE IS MORE OPPORTUNITY IN THIS COUNTRY TODAY THAN EVER EXISTED BEFORE—WHERE ONE EXECUTIVE JOB EXISTED A GENERATION AGO, THERE ARE NOW TEN—WHERE SINGLE BUSINESS DEMANDED THE SERVICES OF BUT ONE "TOP-FLIGHT" OFFICIAL THIRTY YEARS AGO, THERE ARE NOW TEN AND TWENTY SUCH MEN AND WOMEN OF ABILITY REQUIRED. SOMEBODY IS GOING TO GET THOSE JOBS AND IT MIGHT AS WELL BE YOU.

THE EMPLOYER'S PROBLEM

A very interesting article that appeared a short while ago touched on a vitally important subject which should be in the minds of the workers of America today. That subject is the EMPLOYER'S PROBLEM. Too often, too little thought is given to the man who has built up and directed the destiny of an organization. A distorted view is quite often formed on the problems of the "boss" or the "Old Man," as he is quite often referred to by the workers of the plant. The following article shows the "Old Man" in his true light and I hope you will read the following lines with great deliberation:

THE "OLD MAN"

"The reflected rays of the noonday sun flash from the panes of the great factory.

"A siren sounds. The whir of machinery stops. It is the lunch hour.

"From his office window the 'old man' looks out at the smoking chimneys—across the tarred roof of the far-flung plant whose products are shipped by rail and sea to every nation.

"A boy brings a tray with a raw apple, a bottle of milk and some crackers. The 'Old Man' is lunching at his desk.

"As he watches the workers swarming out of the factory, he sees a crowd collecting at the gate.

"Presently a man who is standing on a packing case begins to wave his arms. He is a swarthy little man with a black moustache. The 'Old Man' can't hear what he is saying, but he can guess. The 'Old Man's' salary was published in yesterday's newspaper. His income runs into six figures—more than the salary of the President of the United States.

"The man speaking from the packing case is a professional agitator. It is his job to make the workers discontented with their lot.

" 'Soak the rich,' he cries. He doesn't care how much the

'Old Man' pays out in taxes.

" 'Down with capital!' he is shouting, 'Down with the "Old Man"'!

"At the fringe of the crowd a young man is eating a sandwich from his dinner pail. The 'Old Man' recognizes the young man. He is the son of Charlie Pedersen, a foreman in the tool room. He has prepared himself by special training and study to progress in life.

"Young Pedersen is not paying much attention to the man on the packing case. As he munches his sandwich, he is thinking excitedly—'A salary like that is something to work for! The "Old Man" started at the bottom just like me. It's ability that counts. I have ability. Some day my pay check will be as big as that!'

"The 'Old Man' did start at the bottom and he is proud of it. Five thousand men and women work for the great company and he holds the helm. Their trust, their hopes are in his hands.

"The 'Old Man' never went to college, yet his laboratories are filled with graduates from the best schools in the land. His alma mater was a backwoods schoolhouse, where he trudged through the snow in copper-toed leather boots, McGuffey's Reader in his hand.

"With most of the men and women who work for the company, 'Old Man' is a term of genuine affection. They are puzzled when they hear the agitator on the packing case describe him as an octopus.

"There are white-haired men on the payroll who can remember way back when the plant was a little one-story building and the 'Old Man' was a tow-headed boy who carried water for the foundry.

"As the 'Old Man' looks out the window he is not worried about the man on the packing case or what he is saying. He has met his kind many times before.

"He is worried more about what is happening in America today and about the eager, bright-eyed son of Charlie Pedersen.

"He is worried lest the sickness that has seized upon the rest of the world, spread its infection through America; worried lest all the 'isms' and insidious doctrines of alien places destroy our greatest heritage.

"Land of the free, and home of the brave!

"He thinks of Washington and Patrick Henry, of Jefferson and Lincoln.

"He thinks of the thousands of brave Americans who have faced the wilderness, who have laid down young lives on Freedom's altar.

"He thinks of his own father walking beside his creaking

wagon, crossing the Alleghenies with a rifle in his hand.

"He thinks of his birthplace, a humble cabin on an Ohio farm chopped out of the hardwood.

"He reviews his own life, from its lowly beginning to his present proud position in industrial America.

"'Isn't the essential difference,' he asks, 'between this America of ours and all the polyglot nations of the earth, that this has always been a free land where men of ambition may scale the dizziest heights?' The social register of American business is filled with the names of men who came into the world with empty hands.

"Is the man on the packing case right? What does he offer in exchange?

"There must be bosses under any system. Isn't the better boss a man who has worked his way from the bottom to the top, a man who is a good boss because he understands the problem?"

There was a little more to the article but we've given you enough of it to get the point across. MANY TIMES—far TOO MANY TIMES an employee forgets that the "boss" has the problems of ALL the employees on his shoulders. In addition, he has the burden of seeing that the business succeeds. Before he makes a decision, he has to think of all those people out in the plant whose "daily bread" depends on his making the RIGHT DECISION.

Many nights he doesn't get a wink of sleep thinking about the condition of the business. **Many bosses could retire and take it easy but they don't because they worry about what will happen to the families of all the men in the plant if the business fails.** You have no idea how often in the past several years "THE BOSS" has been faced with problems that would just about "break" the average man.

Yes, the boss' job IS NO BED OF ROSES—he earns every dime of the money he makes and when **he takes a vacation, it is generally because his doctor has ordered him to do so.** Even then, he won't forget the business, but keeps in touch with his secretary every day. You probably don't realize it, but your boss is probably the best friend you have. True, he may not see you very often, but his every waking moment is directed to the success of the business and that means YOUR SUCCESS.

The more we study people, the more difficult we find it to understand why they do certain things. I suppose the uncertainty of human actions is one of the things that make life interesting.

To prove what we're driving at, here's a little true story with a great moral. It seems that in a medium-sized midwestern town several years ago, there were many men who

had been out of work for many months—some even for years. Most of these men were on relief and had to be fed, clothed and housed by the city in which they lived. Well, things began to pick up and one of the bigger industrial plants in town got a big order. The President of the company IMMEDIATELY put a lot of these men to work at the best wages he could possibly pay. You would think that these men would be "tickled pink" to again be self-supporting and that they would want to work day and night. BUT NOT SO. After they were on the job a few weeks, a committee of employees walked boldly into the office of the owner of the business, demanding SHORTER HOURS and increased pay. Otherwise they said they would call a strike.

The boss looked at them a minute, then smiled and said: "That's fine, boys; you are certainly lifesavers for me. I've been worried to death wondering how I was going to carry on and now you have solved the problem. You see, I've had a lot of wakeful nights, thinking of my responsibility to you, and your families and trying to figure out how I could get money enough to keep the "old ship" from foundering. Well, sir, from now on that will be your worry, not mine, because I'm going to turn the business over to you, 'lock, stock and barrel.' You run it as you see fit, fix your own hours and your own pay. You will have to have a salesman, of course, so I will work for you. I haven't made any money for some time back, just a bare living, but I know with your ideas of being fair about everything, you will pay me a handsome salary, and so my worries are over. Tonight I can go home and SLEEP while you boys will 'toss around' in your beds wondering where you are going to get the money to meet the bills and the payroll."

Well, if a bombshell had exploded in the midst of those men, they would not have been more astonished or disturbed. Solemnly, they filed out of the office, but right soon they were back and said: "We were only fooling about that strike business. We don't know how to run this 'doggone' business, so you go right ahead and be fair with us, as you always have been and we'll be perfectly satisfied. We are sorry we acted the way we did."

A little common-sense sometimes solves great problems.

If you as a worker expect the boss to consider your problems, isn't it only fair that you give some consideration to his problem and give him the same fair treatment you expect from him? Give your best physical and mental efforts to your job. Consider the years of effort and vast amount of money invested in the plant or industry that gives you your job.

Let us fully appreciate our American principles, privileges and ideals which have been so many years in the building. Instead of being too quick to listen to some loud-talking

and thoroughly selfish agitator who advocates tearing them down, let's all work together to improve and build them better every year.

So be sure to have the right attitude toward the "boss." Don't let yourself ever be SWAYED by idle, malicious gossip in the plant, but defend the man you work for at all times—you'll NEVER lose by it. Loyalty is one of the greatest virtues a man can have. Do all you can to continue to develop this quality. We'll have more on this subject of Loyalty in a future lesson of this series.

AN ANALYSIS OF EXECUTIVE ABILITY

Broadly, executive ability consists of three prime factors, viz.: (1) tact, (2) knowledge, and (3) the ablity to impart knowledge to others. In the Electrical and Radio industry, the same factors are prime, but perhaps a different terminology should be employed, e. g.: (1) discipline, (2) inspection, and (3) instruction.

Without discipline an executive has small chance to inspect; in fact, lack of discipline is the best evidence that very little inspection is being done. If discipline obtains but the executive lacks knowledge then the discipline is as worthless as is the rigid discipline of wooden soldiers. Should discipline be maintained and knowledge possessed, but there is lacking the temperamental qualifications, or the ability to impart knowledge to others, then is brought about a condition wherein production will be at a low level.

And so it can readily be understood that discipline, inspection, and instruction are the three fundamental requisites necessary for a successful executive in the electrical or radio industry. All are of equal value and all are dependent upon one another. The lack of one eliminates possession of the other two.

Summing up: If an aspirant for an executive position is a good disciplinarian, and nothing else, then he were better off in the army or upon the police force. If he possesses knowledge of the craft but is "as easy as an old shoe," then he had better remain a first-class electrician. If he is both a disciplinarian and a good craftsman, but has an onery temperament, or lacks the "teaching touch" then he, too, had better either join the army or remain in the ranks. Water, lye, and fat can be made into soap and no other ingredients can be used to make soap. Discipline, inspection and instruction are the constituent parts of a successful executive in the Television-Electrical Field.

Questions

LESSON No. 6

"PUTTING YOURSELF OVER SERIES"

Here is another list of questions that should interest you. These are actual experiences run into "while out on the job." Remember that any effort you put in, in studying these questions, makes these lessons more valuable to you! When you sit down and try to analyze these points, you automatically prepare yourself for them in the future. So, make it a point to work on these TONIGHT—then compare your answers with our answer sheet at the end of the lesson.

1st QUESTION—The employer says: "Do you think you would do the job as good as the man who worked on it for the last five years?"

2nd QUESTION—The Employer says: "Even though you would be a good man at the job, do you think we should lay off one of our older men and put you on in his place?"

3rd QUESTION—The Employer says: "What, in your opinion, is the most important quality in a workman?"

4th QUESTION—At a conference in the President's office, the Superintendent recommended spending a substantial sum of money for new equipment, claiming that the results and economies would far outweigh the cost. The President asks for figures to substantiate this claim. The Superintendent claimed that he had no such figures available, but promised to get them. The next day he called you into the office and assigned you the task of substantiating his statement. You make a survey and discover that the expenditure he enthusiastically recommended cannot be economically justified. What would you do about it?

5th QUESTION—You have been employed by a company for six months and your exact "niche" in the organization has not as yet been carved out. Meanwhile you are wisely making yourself busy and doing every electrical job as well as you can. Among other things, you have done a little research in connection with NEW USES for your company's products. With great enthusiasm, you wrote up a report of your ideas and submitted it to your boss. You are quite disappointed when he did not say much, but you are distinctly angry when a few weeks later you pick up a trade journal and your article is published under HIS name. Now, the problem is what to do about it. What would you do in a case like this?

Steps to Success

SOUNDNESS

"The great prizes of life do not fall to the most brilliant, to the cleverest, to the shrewdest or to the best educated, but to the MOST LEVEL-HEADED MEN, TO THE MEN OF SOUNDEST JUDGMENT. In any large business organization, when a man is wanted for a responsible position, his shrewdness is not considered so important as the quality of his judgment. Reliability is what is wanted—will he do the right thing in an emergency? It is not an unusual thing to see men who are very brilliant but out of work and plenty of sharp men who wonder why they do not get responsible positions. The reason is that people are afraid of one-sided, poorly balanced men. They are not considered safe, but are to be avoided. A man may be smart, sharp, shrewd, clever, and may be a good scholar, even a brilliant one, but is he sound?

That is the question an executive considering him for a responsible position will ask. Is he substantial? Is he solid? Has he a level head? What the chiefs of large organizations want are men that are safe.

People want to feel that a man in a responsible position can keep a clear brain and a level head, no matter what comes; that he cannot be shaken from his center, no matter what trouble may arise or how much influence may be brought to bear upon him. They want to feel sure he is sound to the core.

If men in large business organizations are to rise they must first be tested and the testing process is going on all the time. Some men resemble the Arizona mustang—they will go on along right and safe for months, yes, maybe years at a time and then some day for no accountable reason will go off at a tangent and do the wrong thing at a critical moment. That is what must be avoided. RELIABILITY is what is wanted.

Can a man stand without being tripped; and if he is thrown, can he land on his feet? Can he be depended upon, under all circumstances, to do the sensible thing? Has he good horse sense? Is he liable to go off half-cocked? Does he lose his temper or can he control himself? If he can keep a level head under all circumstances, if he cannot be thrown off his balance, and is honest, then he is the man that is wanted."

So, all men looking up to a job at the top, will do well

to place the proper value on soundness, to learn its import and cultivate it on all occasions and under all circumstances. There can be no permanent advancement, especially near the top, unless the applicant be sound to the core.

COYNE ELECTRICAL SCHOOL
PUTTING YOURSELF OVER
ANSWER SHEET

Question 1: The employer says, "Do you think you would do a job as good as the man who worked on it for the last 5 years?"

Answer 1: "Mr. Employer, that would depend somewhat on the job and the man who has been on it for the past 5 years. There are some jobs that are strictly a matter of manual labor—in other words jobs, on which a man doesn't have to think about what he is doing once he develops speed and skill. On a job of that type I don't believe I would be as fast as a fellow who had been doing the same thing for 5 years. However, if the man on the job has made no effort to keep abreast of improvements in the field or given any thought to improving his work I definitely feel I can be a more valuable employee."

"A whole lot depends on the mental attitude of the man doing the job. Experience on the job is a fine thing if the man on the job has initiative and vision to continually improve his value to a company. I have not only learned a great deal about electricity but realize the importance of looking ahead and making each day's work an experience to look forward to. For these reasons and because of my sincere belief in my ability I feel I would be more valuable to your company than a man who has dne the same job for 5 years."

Question 2: The employer says, "Even though you would be a good man at the job do you think we should lay off one of our older men and put you on in his place?"

Answer 2: There is obviously only one fair way to answer this question. Tell the employer one of the reasons you have picked his company as the one you wish to work for is because of the consideration they have for their employees. Explain further, that you didn't make the call on them with the idea of putting someone else out of a job. Furthermore, you believe that if the man has applied himself with the organization they probably won't let him go. However, you feel that every progressive company is looking for PROGRESSIVELY MINDED young men and some companies actually "create" a job if they see an applicant that seems to have the right attitude toward the

future and the desired confidence in himself. Also, in many companies there are men who are "standing still"—men who haven't advanced a constructive idea in years—mainly because they haven't done anything to increase their knowledge of their work or the improvements in their trade. You might add that you feel any company has a right to replace a man who obviously is NOT even trying to keep reasonably up to date with his job. In a case of this kind a man SACRIFICES HIS RIGHT TO HOLD A JOB BY HIS LACK OF INITIATIVE TO STUDY THE THINGS THAT WILL ENABLE HIM TO HOLD IT. Any employee who doesn't have this initiative to keep abreast of the field cannot expect a company to keep him indefinitely on "past performances." In other words, the question of whether an employer should replace a certain man in the organization is a matter that that man HIMSELF decides by his everyday actions on the job. I believe any employer will agree with you when you say "any employee who is not willing to 'fight' for his job doesn't deserve it."

Question 3: The employer says, "What, in your opinion is the most important quality in a workman?"

Answer 3: There may be several good answers to this question but here is the way we suggest to handle it. Tell the employer you believe honesty on the job and the ability to get along with others are the most important qualities a man can have. Go on to tell him that you are not referring entirely to honesty in its accepted sense of **not stealing** equipment, tools, etc. The honesty you refer to is honesty with yourself and your employer. When a man goes home after a day's work HE knows whether that has been "an honest day's work." Nobody has to tell him if he earned his pay, nobody has to point out if and where he cheated his employer. Yes, if a man doesn't do his best on the job he is taking money under false pretenses—that is dishonest. Tell the employer that that is the way you feel about it and in your opinion that kind of honesty is the most important quality in a workman. Other qualities such as initiative, cooperation, imagination, ability to get along with others, etc., are all desirable qualities—but if a man is honest with himself, holding himself accountable for a good day's work every day it is quite certain that he will have most of these other qualities.

Question 4: At a conference in the President's office, the Superintendent enthusiastically recommended spending a substantial sum of money for new equipment, claiming that the results and economies would far outweigh the cost. The President asks for figures to substantiate this claim. The Superintendent claimed that he had no such

figures available, but promised to get them. The next day he called you into the office and assigned you the task of substantiating his statement. You make a survey and discover that the expenditure he recommended cannot be economically justified. What would you do about it?

Answer 4: This is a problem that may come up after a man has been on the job for a while and particularly after he has shown initiative by suggesting a few good ideas for plant improvements. When I was a good deal younger, I found myself in this same situation. My boss stated that he was considering a plan for a plant improvement. I was put to work investigating the value of such a plan and found, after a careful analysis that it was in my opinion, not advisable. Then I went to the superintendent and diplomatically said to him, "Mr. Superintendent, it may seem to you that if I oppose your plan you may think I am trying to be smart, for I am only a young fellow and I don't want to pretend that I know one-tenth about this business that you know. But, Mr. Superintendent, you are a busy man and you have a lot of things on your mind. It may be that you, in your rush of business may have overlooked one or two angles. It may also be that I am entirely wrong as you may have considered these angles and seen it from a point of view that my inexperience may not have seen. But, Mr. Superintendent, if you will permit me to give you my ideas, then make your decision, I feel it will help both of us, for if I'm wrong you will have pointed out things to me that will be valuable to me in the future." Well, somehow or other, I was right and the Superintendent admitted I was. He then went to the President and told him, after further consideration and conferences with another employee he felt it was best for the interest of the Company to hold the matter up. Naturally any man in authority doesn't want any new man to appear like he is "showing him up"—nevertheless the Superintendent of a plan want to make a good showing to his employer. If you can help him to make this good showing he naturally places more value on your service to him and the company.

Question 5: You have been employed by a company for six months and your exact "niche" in the organization has not as yet been carved out. Meanwhile, you are wisely making yourself busy and doing every electrical job as well as you can. Among other things, you have done a little research in connection with NEW USES for your company's products. With great enthusiasm, you wrote up a report of your ideas and submitted it to your boss. You are quite disappointed when he did not say very much, but you are distinctly angry when a few weeks

later you pick up your company employees' new bulletin and see your article published under HIS name. Now, the problem is, what to do about it. What would you do in a case like this?

Answer 5: Many times an employee feels "What's the use of offering suggestions. The fellow I'm working under gets the credit anyhow." Well their attitude is 100% wrong. Even if the man you work under takes all the credit **SOONER OR LATER the big boss will hear of you** and you will be recognized. Most all bosses are watching things very closely. There are very few things they will not learn in time. Don't be afraid that someone else will get the credit for in time, if you do your part, some time the big boss will call you in and **you'll get the surprise of your life by finding out he has known all about you for a long time and been carefully watching your work.** I'd like to tell you of an experience I had many many years ago which certainly proves this point.

I was very young then and I had only been with a concern a few months when it was clear to me that many things were wrong. This Company employed over 5,000 people. I made many suggestions that were accepted by my boss. One of them was an inventory system which I worked out over a several months' period. I took this to my boss and he was immediately impressed because he had been in "hot water" about that matter with the big bosses for a long time. He went down to the President and General Manager and went over the whole plan with him. The plan was accepted and it was highly successful. I used to see the President every day or so, but, he paid no more attention to me than he did to the laborers working for him. I had also written several articles on certain subjects. These articles I submitted to my boss and in several instances they were printed in a house magazine they got up, but never once was I ever given any credit for writing them. The boss I worked for took all the credit. Well I had worked for this concern for three years and was beginning to feel I was in the wrong job. Then one day I got a call to go to the office of the President.

When I entered his office I got the greatest shock of my life when he said, "Young man, I want to congratulate you on that inventory system you put in over two years ago. It has been a great success." Then he went on and discussed many of the things I had accomplished. I said, "Mr. President, how did you know this? I didn't suppose such things ever came to your attention." His reply was, "There are very few things around here I don't know about; I have several people in this concern whose duties

are to watch for young men with ability and initiative. No one knows their duties but me, but through them I've had my eye on you a long time." Then he went on to tell me there was an opening in another department and he was offering me this job. The job paid me nearly double what I was getting before. I left this concern many years ago to enter the job I now hold. The President of this concern continued as one of my greatest friends until he died about 5 years ago. I later learned his system. He kept a card of every employee who showed any ability and every deed was entered on this card when the time came for promotions, and when he had become convinced a certain fellow was not merely a "flash in the pan," but had proven his ability and the other qualities he was looking for, he gave him his chance. So once again let me say, you may think some "straw boss" is getting all the credit but if you don't let this discourage you—sooner or later you will find—the **big boss** has known about you all the time. He has been watching you closely and putting you through the "acid test" when he feels you have proven yourself—then some day you, too, will get the shock of your life to find he may know a lot more about you than you know yourself. He will have a record of things you've done and things you have probably forgotten about a long time ago.